



# KAIROS Overview

**KAIROS NON-PROFIT HOUSING OF PETERBOROUGH OFFICE**  
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## SECTION 1 –ORIGNS AND NOW

### SUBSECTION 1.1 MISSION & VISION

**The MISSION** of Kairos Non-Profit Housing of Peterborough (Kairos) is to provide affordable housing for single mother-led families, particularly those leaving abusive relationships. It seeks the security and well-being of its families through the location of its homes in various city residential neighbourhoods and by supporting them as they pursue educational and personal goals.

**The VISION:** Kairos seeks to provide and nurture opportunities for its families to flourish and realize their full potential.

### SUB-SECTION 1.2 HISTORY

Kairos is one of Peterborough's best kept secrets. It is a home grown grass roots asset started in the early 1980s by a local group of Peterborough people who were committed to social justice and searching for a way to demonstrate their beliefs. After considerable discernment they decided to focus their energies on meeting the need for affordable housing for single mothers, particularly those leaving abusive relationships. In 1985 they took the name Kairos which meant "folks on a journey, a path of ups and downs", became incorporated, and collected donations to purchase the first Kairos home. Soon after 2 other houses became available, and so they were purchased as well.



*(Photos taken 2018)*

Funds for these purchases and renovations came from the Founders themselves, some of whom took equity out of their own homes as a donation/loan. These homes were duplexed and renovated by crews of volunteers.

Kairos was granted registered charitable status in 1988, and therefore able to accept donations and issue income tax receipts.



In 1991, after accessing federal and provincial government funds, Kairos added 3 more houses to create six additional units. This time they were able to hire a contractor to renovate and upgrade the houses. With the funding came the opportunity to employ a part-time administrator. Volunteers and Board members continued to do the lion’s share of maintenance until late 2015. Section 2.6 provides details regarding Kairos’ current property management.

*Photos of homes were taken in 2018*

**SUB-SECTION 1.3 HOMES**

Kairos homes allow single mother-led families the time to gather their resources, and to make new plans to re-start their lives. The hope is that a “hand up” and a caring community helps to provide families with a time of transition and opportunity, to rebuild, learn and grow.

Kairos has 12 Rent Geared To Income (RGI) apartments in 6 duplexed homes. Since 2001, the City of Peterborough has provided funding for Kairos through its social housing program, and these subsidies allow the organization to provide its RGI homes.

Kairos homes are located in residential neighbourhoods in Town Ward and vary in size (see chart below). All apartments include a fridge, stove, washing machine, dryer, and intercom entry system. Domestic partners are not allowed to live in Kairos homes.

Apartment Type	Total # of Units
2 Bedroom	6
3 Bedroom	5
4 Bedroom	1

## **SUB-SECTION 1.4 FRIENDS OF KAIROS FUND**

Kairos is more than just a landlord. Donations and proceeds from fundraising activities, go into the “Friends of Kairos Fund” which is used to:

- support tenants to realize some of their dreams through educational bursaries
- provide Tenant Grants (a set amount is approved annually for tenant requests)
- pay for activities and opportunities planned by the Community Development Committee (i.e.: Children’s camps, Christmas gifts, “February Pampering Night for Moms”, monthly Grocery Gift Cards)

These initiatives allow Kairos tenants to have some of the things other families take for granted.

## **SECTION 2 – OPERATIONS**

### **SUB-SECTION 2.1 MANAGEMENT**

Kairos is a Not For Profit Corporation that is managed by a Board of Directors. Its property management is contracted out to Kawartha Participation Projects (KPP). Please see Section 2.6 – KAIROS PROPERTY MANAGEMENT for details.

### **SUB-SECTION 2.2 BOARD ROLES AND RESPONSIBILITIES**

The Board of Directors has the responsibility and answers legally for the affairs of the corporation. In order to meet its responsibility for governance, the Board has the ultimate responsibility for, but no limited to:

- Establishing and implementing the Mission and Vision of Kairos
- Setting the rate of progression for achieving the Mission and Vision
- Providing continuity for the management and administration of Kairos affairs.
- Using sound business practices and policies as defined by relevant legislation and operating agreement(s)
- Being accountable to the City’s Service Manager
- Ensuring that the housing portfolio is in a good state of repair and fit for occupancy
- Hiring, supervising and directly managing the Property Management company
- Operating in a fiscally responsible manner
- Promoting the Kairos identity within the community.

## SUB-SECTION 2.3 EXPECTATIONS OF BOARD MEMBERS

Board members are expected to:

- Be prepared for and attend the monthly Board meetings
- Support fundraising and Community Development Committee's events through participation and/or financial support
- Actively promote Kairos in the community, and encourage donations and involvement in Kairos
- Participate in the creation of the Annual Newsletter
- Assist in Board and Committee member recruitment
- Maintain the website.

## SUB-SECTION 2.4 TRAINING

As a member of ONTARIO NON-PROFIT HOUSING ASSOCIATION (ONPHA), Kairos is eligible to attend ONPHA training sessions and their Annual Conference. Additionally, the City of Peterborough hosts "Housing Providers" meetings which allow Kairos to stay connected and learn from other social housing projects in Peterborough.

Additionally, the Board relies on the expertise of its Property Manager to keep it informed and updated. This has been an extremely valuable resource.

## SUB-SECTION 2.5 BOARD'S ANNUAL CALENDAR

The Kairos Board of Directors meets monthly except for July and August.

<b>January</b>	<ul style="list-style-type: none"><li>• new budget year starts</li><li>• audit preparation starts</li></ul>
<b>February</b>	<ul style="list-style-type: none"><li>• Approve annual budget</li></ul>
<b>March</b>	<ul style="list-style-type: none"><li>• audit is conducted</li></ul>
<b>April</b>	<ul style="list-style-type: none"><li>• review full financial statements/reports</li><li>• final budget approval by the Board, including market rents</li></ul>
<b>May</b>	<ul style="list-style-type: none"><li>• Review of draft audited financial statements &amp; Annual Information Return (AIR)</li><li>• update from retiring Board members on outstanding issues</li></ul>
<b>June</b>	<ul style="list-style-type: none"><li>• Annual General Meeting</li><li>• first meeting of the new board to elect officers</li><li>• submit approved Financial Statement to Service Manager</li></ul>
<b>July &amp; August</b>	<ul style="list-style-type: none"><li>• No Meetings</li></ul>
<b>September</b>	<ul style="list-style-type: none"><li>• Board evaluation of previous year's goals &amp; set the year's goals</li><li>• appoint evaluation team for Property Manager</li></ul>

<b>October</b>	<ul style="list-style-type: none"> <li>• begin budget discussions</li> </ul>
<b>November</b>	<ul style="list-style-type: none"> <li>• present evaluation of the Property Manager</li> <li>• finalize and send out the Annual Newsletter</li> </ul>
<b>December</b>	<ul style="list-style-type: none"> <li>• Christmas Social</li> </ul>

## **SUB-SECTION 2.6 PROPERTY MANAGEMENT**

In the early years of Kairos, the original founders managed all aspects of its properties. After a few years, they were able to hire a part-time Administrator, but volunteers still did the majority of the maintenance work as directed by the Board's Maintenance Committee.

When the Administrator retired, the Board decided that due to legislation and building code requirements, it would contract a professional Property Management company.

After a search, the Board decided to contract its property management to Kawartha Participation Projects (KPP). It felt that that KPP's non-profit organization Mission, and Vision fit well with Kairos. This relationship began in late 2015 with a 3-year contract. As the initial contract neared completion, the Board completed an evaluation of KPP's work, and it unanimously decided to continue the partnership, and another contract was signed to conclude in 2024. In July of 2021, Kairos also began a Maintenance contract with KPP. More details about KPP can be found at [www.kpp.ca](http://www.kpp.ca).

As the Property Manager for Kairos, KPP:

- Provides and supervises on-site office staff two (2) half days per week and maintenance staff; and performs acts/duties required of an employer
- Attends monthly Board of Directors' meetings to provide background information, act as a resource, and to assist with planning, goal-setting and evaluation
- Provides monthly Financial, Maintenance, and Tenant Reports and any extraordinary reports, investigations or studies as requested
- Provides information and advice to assist the Board of Directors in fulfilling corporate and legal obligations in a timely way.
- Assists to prepare and distribute notices, Agendas, Minutes, correspondence and any other relevant information to the Directors in advance of Board meetings.
- Prepares and files corporate information filings as required by relevant legislation.
- Maintains appropriate books of account and financial records with respect to all financial operations
- Pays from the Kairos account, all expenses, invoices, and charges incurred in the operation of Kairos
- Collects all sums of any nature or kind which may be receipts due and/or payable
- Prepares the annual operating budget and monthly cash budget for Kairos
- Maintains and invests, subject to the direction of the Board, the capital reserves and any surpluses
- Manages all occupancy matters, and maintains tenant files.

## SUB-SECTION 2.7 COMMITTEES

Kairos has 3 ad-hoc committees which support its Vision and Mission.

**The Maintenance Committee** reviews the Board's relevant policies, makes recommendations to the Board regarding expenditures, works with the Property Manager to create an annual maintenance budget and 5 Year Capital Plan, and keeps the Board updated on upcoming capital and maintenance projects.

The **FUNdraising Committee** usually has 2 events each year (Bowl-A-Thon in February and Golf Tournament in June) to raise funds for;

- The annual "Founders' Bursary"
- the activities planned by the Community Development Committee
- grants and loans for tenants.

The **Community Development Committee** uses the funds generated through fundraising activities and from private donations to enrich the lives and well-being of Kairos tenants. It creates an annual budget for Board approval which focuses on providing opportunities, activities, and experiences for tenants which they would typically not be able to access.

## SUB-SECTION 2.8 – BOARD COMPOSITION AS OF SEPTEMBER 2021

<b>Name</b>	<b>Elected to the Board</b>
Rick Green– Chair	April 2019
Su Musclow – Vice & Past Chair	October 2011
Donna Ball - Secretary	June 2013
Katherine Fisher - Treasurer	March 2020
Frances Baker	September 2014
Susanne Goldberg	November 2015

*Revised January 2022*